

Paul C. Carter

104 Devonshire Rd.
Grosse Pointe Park, MI 48230

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Home: 313-822-5252
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PRESIDENT / CHIEF EXECUTIVE OFFICER *Industrial Manufacturing Environments*

Entrepreneurial-oriented executive presenting a formidable record leading global business development, manufacturing, and strategic planning teams within manufacturing environments. Recognized for skill at turning around poorly performing divisions, guiding successful start-ups, and/or joint ventures, and establishing strategic alliances. Accustomed to interacting and working closely with C-level executives, across industry and cultural lines.

Areas of Expertise

- Strategic / Tactical Planning
- Start-up / Turnaround
- Business Planning
- P&L Management
- Mergers and Acquisitions / Joint Ventures
- Due Diligence / Negotiations
- Operations / General Management
- Sales and Marketing
- Organizational Designed
- Continuous Improvement Practices (5S, Statistical, Process Mapping, One-Piece Flow)
- Computer Integrated Manufacturing
- Quality Control / Assurance
- Facilities / Plant Design
- Staff Development and Supervision

CAREER HIGHLIGHTS

THOMPSON – GENERAL AUTOMOTIVE — Dearborn, MI

(Global manufacturer of primarily body sealing systems, NVH control systems, and fluid handling systems, with sales in excess of \$1.6 billion.)

DIRECTOR, STRATEGIC PLANNING, October 1999 – December 2001

DIRECTOR, BUSINESS DEVELOPMENT, January 1998 – October 1999

Selected to stay on as director of strategic planning following merger of General Products Company and Thompson Tire & Rubber. Continued with same areas of oversight as held while at Standard, which encompassed mergers and acquisitions, strategic planning, and new ventures. Additionally involved in planning, communications, and competitive intelligence. Worked closely with CEO on M&A, made board level presentations, and held P&L oversight for new ventures.

Key Accomplishments:

- Actively involved in all aspects of sale of General to Thompson, which delivered premium to shareholders of 80% of trailing stock price.
- Cut costs 40% within business development budget, for year ending 2001, by prioritizing and delaying/canceling certain projects.
- Successfully managed divestiture of Holt Industries, a plastics business selling product primarily to appliance industry.
- Generated proceeds well in excess of book value, despite continuing losses, following divestiture of plastics facility in Winnsboro, SC.
- Conducted strategic evaluation of European company for NFS Control Systems Division, which subsequently led to an alliance vs. joint venture or acquisition.
- Guided shift of two emerging venture from technology to market development, greatly increasing credible sales prospects while significantly reducing overall spending.
- Established corporate strategy at Thompson, which resulted in the creation of four SBUs. Process entailed completing a strategic planning process, development of performance targets linking strategy and operating plans, and portfolio valuation process for each unit.
- Greatly improved profitability of poorly performing plastics SBU during temporary assignment as VP/General Manager in 1999. Attained cost savings of 10% and achieved annualized sales of \$85 million during six-month turnaround period.

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CAREER HIGHLIGHTS

TELDYN (*Unit of Global Intertech*) — Minneapolis, MN

(*Leader in compact fluid power components and systems, serving marine, automotive, recreational vehicles, medical, and general industry markets. Acquired by Parker Jamison in 2000.*)

PRESIDENT, March 1995 – January 1998

Fully accountable for P&L of \$42 million, stand-alone unit, with complete oversight of marketing, sales engineering, product development, finance, human resources, manufacturing, and employee base of 300.

Key Accomplishments:

- Grew the company from \$24 million to over \$40 million within three years through development of key accounts, expanding sales to several European customers, and securing limited number of government contracts.
- Implemented quality operating system, product development and strategic planning processes, and new accounting and MRP systems to facilitate and support growth of company.
- Won large contract for outboard motor hydraulic trim systems from Mercer Marine resulting in becoming the sole supplier to Mercer. Laid foundation for long-term relationship through the establishment of pricing structure and integration of technical efforts.
- Achieved significant operational improvements through reorganizing manufacturing operations, hiring key operational personnel, an implementing continuous improvement practices (5S, statistical methods, process mapping, one piece flow).
- Increased sales and regained business by creating compensation program that rewarded sales force on individual performance to forecast, rather than total company sales.
- Integrated U.S. operations of a company acquired by Teldyn's parent company.

HURON AUTOMOTIVE COMPONENTS — Benton Harbor, MI

(*Start-up Michigan Motor/Cogwell International joint venture company to develop, market, and manufacture interior features for the automotive industry.*)

PRESIDENT, April 1992 – March 1995

Accountable for P&L, organization design, 10-year strategic plan, five-year business plan, and implementation of world class business practices (including self directed work teams).

Key Accomplishments:

- Directed formation and start-up venture including preliminary identification of joint venture partner and negotiation of final agreement.
- Developed organizational plan and oversaw recruitment of 150 management, technical, and production associates.
- Negotiated modern labor agreement with UAW.

MICHIGAN MOTOR COMPANY — Dearborn and Saline, MI

(*Global automotive company.*)

SUPERVISOR, ADVANCED MANUFACTURING PLANNING, PLASTIC AND TRIMS PRODUCTS, April 1991 – April 1992

Charged with developing manufacturing strategy for \$3.5 billion division, with 13 sites throughout North American and Europe. Devised methods to improve manufacturing efficiencies, facilities plans for European expansion, and identified initiatives to support growth of newly formed division.

Key Accomplishments:

- Implemented cross-divisional manufacturing cycle time reduction program.
- Developed plan for initial manufacturing facility in Europe, which involved site selection, plant design, and organizational design.
- Led team redesign of 1.6 million square foot instrument panel manufacturing facility.
- Developed divisional Computer Integrated Manufacturing strategy and implementation of organization to develop key applications.

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CAREER HIGHLIGHTS

MICHIGAN MOTOR COMPANY (*continued...*)

SUPERVISOR, ADVANCED MANUFACTURING ENGINEERING, June 1990 - April 1991

PROCESS DEVELOPMENT ENGINEER, April 1984 – June 1990

Led advanced group focused on initiatives to streamline instrument panel manufacturing via flow-through manufacturing and improved product design at \$350 million plant. Fully involved in process design, project management, and software development for automated systems.

Key Accomplishments:

- Developed and implemented automated manufacturing cells and factory floor automation.
- Reduced lead-time from 13 days to one by integrating entire manufacturing process.
- Completed broad array of process development activities including computer simulation, robotic assembly applications development, design for manufacturability studies, and product design feasibility activities.

Prior professional experience:

CARTER & CARTER ENTERPRISES, INC. — Houston, TX
(*Printing and graphic arts organization.*)

PRESIDENT, October 1981 – April 1984

NATIONAL SUPPLY COMPANY (*Division of Armco Steel*) — Houston, TX
(*Major supplier of oilfield equipment, worldwide.*)

ASSOCIATE PRODUCT ENGINEER, December 1980 – October 1981

FEDERAL MOGUL CORPORATION — Southfield, MI
(*Large manufacturer of industrial products for transportation industry.*)

MANUFACTURING ENGINEER, March 1980 – August 1980

EDUCATION

MICHIGAN STATE UNIVERSITY — East Lansing, Mi

MBA, GENERAL MANAGEMENT, June 1992

BS, MECHANICAL ENGINEERING, June 1980

PROFESSIONAL DEVELOPMENT

- AMA, Management Course for Presidents
- AMA, Mergers & Acquisitions
- Goldratt Institute, Theory of Constraints
- Numerous in-house classes at Michigan Auto